

# Welcome to the Webinar!

## Learning More About Green Charter Schools: Exploring Successful Models and Financing Options

We will be starting soon.



# Learning More About Green Charter Schools: Exploring Successful Models and Financing Options

August 23, 2012



The National Charter School Resource Center is funded by the U.S. Department of Education's Office of Innovation and Improvement and administered by American Institutes for Research, under contract number ED-04-CO-0109/0004.



# About the Resource Center

The **U.S. Department of Education** is committed to promoting effective practices, providing technical assistance, and disseminating the resources critical to ensuring the success of charter schools across the country. To that end, the Education Department, under a contract with American Institutes for Research, has developed the **National Charter School Resource Center**.

## Presenters

### **Jennifer Afdahl Rice**

Senior Loan Officer, NCB Capital Impact

### **Amy Laughlin**

Senior Loan Officer, Low Income Investment Fund

### **Patrick Anton Ontiveros**

Director and General Counsel  
Pacific Charter School Development



# Learning More about Green Charter Schools: Exploring Successful Models & Financing Options



Jennifer Afdahl Rice | NCB Capital Impact



- Introductions
- What is a Green Building?
- Green Design
- Green Financing Options
- Case studies
- Q & A



- Financing charter schools for 18 years
- \$555 million
- 200,000 charter school seats nationwide
- NCB Capital Impact is the largest Community Development Financial Institution (CDFI) charter school lender.

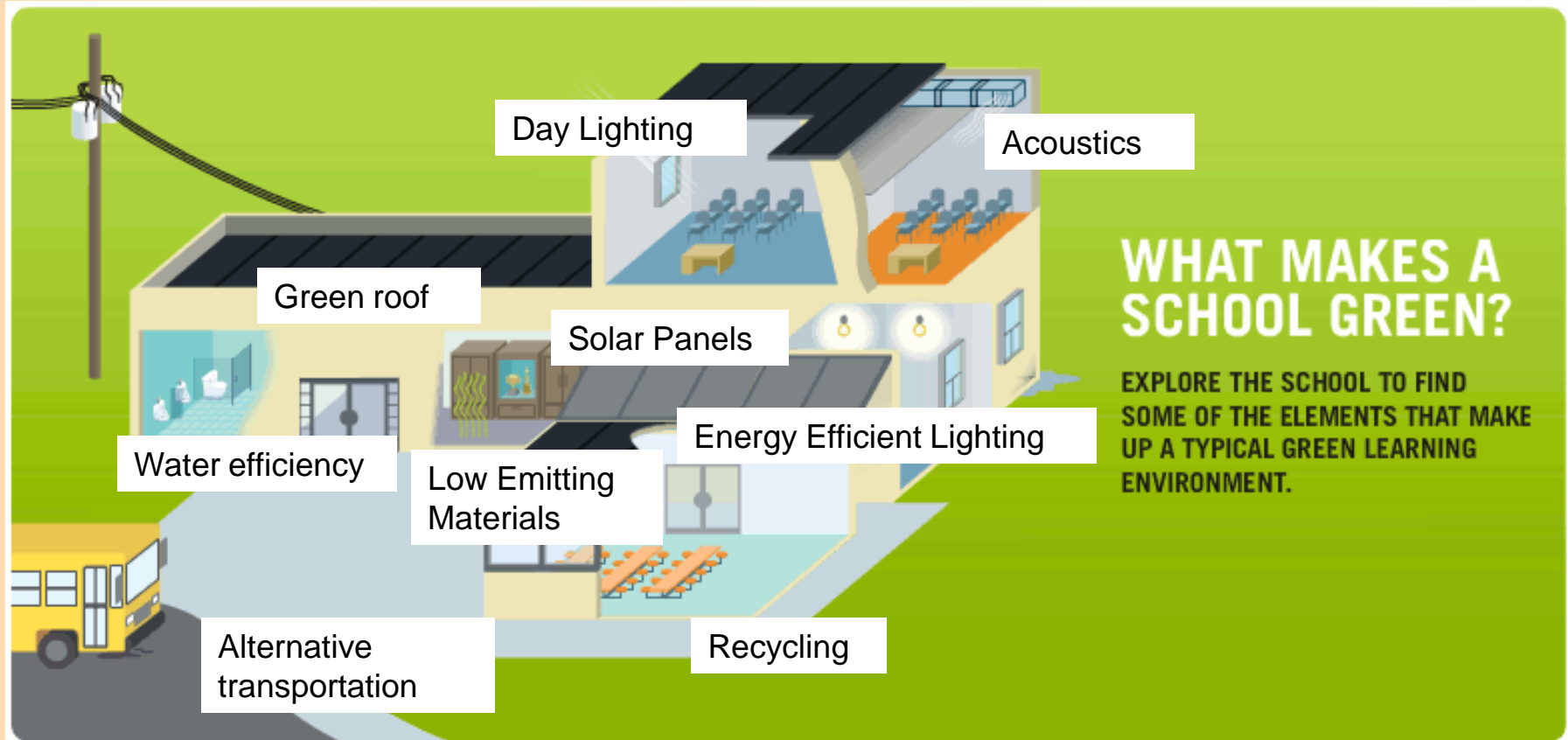
## **green school**

\ grEn skül \ n.

**a school building or facility  
that creates a healthy  
environment that is  
conducive to learning while  
saving energy, resources  
and money**



# Green School Elements



Courtesy of USGBC Center for Green Schools  
<http://centerforgreenschools.org>



## Characteristics of a Green School

- Conserves energy and natural resources
- Improves indoor air quality
- Removes toxic materials from places where children learn and play
- Employs daylighting strategies and improves classroom acoustics
- Employs sustainable purchasing and green cleaning practices
- Improves environmental literacy in students

*Source: USGBG*



## Characteristics of a Green School (cont.)

- Decreases the burden on municipal water and wastewater treatment
- Encourages waste management efforts to benefit the local community and region
- Conserves fresh drinking water and helps manage stormwater runoff
- Encourages recycling
- Promotes habitat protection
- Reduces demand on local landfills

*Source: USGBG*



- Roof-mounted solar panels

Benefits

**Alternative energy source provides savings**

- Green roof

Benefits

**Energy savings & filter storm water run-off**

- White roof

Benefits

**Energy savings**



- Acoustical ceiling tiles
- Lined ductwork
- HVAC systems with properly placed vents



More productive learning environment, allow teachers to be heard



- Skylights
- Large windows
- Adjustable blinds & shades
- Lightshelves



Benefits

Reduced energy costs, reduced glare, even light distribution, improved student concentration and performance



## The Heschong Mahone Daylighting Study

(PDF) of more than 21,000 students showed a dramatic correlation between daylit school environments and student performance, including:

- 20% faster progression in math.
- 26% faster progression in reading.
- Views out of windows increased performance by 5-10%.

*<http://www.coe.uga.edu/sdpl/research/daylightingstudy.pdf>*



- Low VOC paint and carpet adhesives
- Ceiling tiles, wall systems and furniture constructed with non-toxic materials



Improved air quality  
reduces absences  
related to respiratory  
conditions



- Students in America miss approximately 14 million school days per year because of asthma\*
- Controlling exposure to indoor environmental factors, such as carbon monoxide, dust, and pollen, could prevent more than 65 percent of asthma cases among elementary school-age children\*\*
- More than 20 percent of public schools reported having unsatisfactory indoor air quality\*\*\*

*\*US Center for Disease Control*

*\*\*American Journal of Respiratory & Critical Care Medicine*

*\*\*\*US Department of Education*

# air that is unfit to breathe

**AFT's 2008 Building Minds Minding**

**Building report cites a GAO study showing  
15,000 U.S. schools suffer from indoor air  
that is unfit to breathe.**

**15**  
**THOUSAND**



- Low-flow sinks
- Waterless urinals
- Dual-flush toilets
- Rain water catchment
- Grey water tanks



Water conservation,  
reduced costs, lower  
burden on municipal  
water system



- Solid waste recycling programs
- Rainwater catchment & recycling
- Composting



Cost savings,  
reduced impact on  
municipal services,  
reduced reliance on  
landfills, energy  
savings



# LEED Checklist



## LEED 2009 for Schools New Construction and Major Renovation

Project Checklist

Project Name

Date

### 14 3 7 Sustainable Sites Possible Points: 24

Y	N	?			
Y			Prereq 1	Construction Activity Pollution Prevention	
Y			Prereq 1	Environmental Site Assessment	
1			Credit 1	Site Selection	1
4			Credit 2	Development Density and Community Connectivity	4
1			Credit 3	Brownfield Redevelopment	1
	4		Credit 4.1	Alternative Transportation—Public Transportation Access	4
1			Credit 4.2	Alternative Transportation—Bicycle Storage and Changing Rooms	1
2			Credit 4.3	Alternative Transportation—Low-Emitting and Fuel-Efficient Vehicles	2
2			Credit 4.4	Alternative Transportation—Parking Capacity	2
1			Credit 5.1	Site Development—Protect or Restore Habitat	1
	1		Credit 5.2	Site Development—Maximize Open Space	1
	1		Credit 6.1	Stormwater Design—Quantity Control	1
1			Credit 6.2	Stormwater Design—Quality Control	1
	1		Credit 7.1	Heat Island Effect—Non-roof	1
1			Credit 7.2	Heat Island Effect—Roof	1
1			Credit 8	Light Pollution Reduction	1
	1		Credit 9	Site Master Plan	1
1			Credit 10	Joint Use of Facilities	1

### 4 1 6 Water Efficiency Possible Points: 11

Y			Prereq 1	Water Use Reduction—20% Reduction	
2	2		Credit 1	Water Efficient Landscaping	2 to 4
	2		Credit 2	Innovative Wastewater Technologies	2
2	2		Credit 3	Water Use Reduction	2 to 4
1			Credit 3	Process Water Use Reduction	1

### 27 6 Energy and Atmosphere Possible Points: 33

Y			Prereq 1	Fundamental Commissioning of Building Energy Systems	
Y			Prereq 2	Minimum Energy Performance	
Y			Prereq 3	Fundamental Refrigerant Management	
19			Credit 1	Optimize Energy Performance	1 to 19
7			Credit 2	On-Site Renewable Energy	1 to 7
	2		Credit 3	Enhanced Commissioning	2
1			Credit 4	Enhanced Refrigerant Management	1
	2		Credit 5	Measurement and Verification	2
	2		Credit 6	Green Power	2

### 5 3 5 Materials and Resources Possible Points: 13

Y			Prereq 1	Storage and Collection of Recyclables	
	2		Credit 1.1	Building Reuse—Maintain Existing Walls, Floors, and Roof	1 to 2
1			Credit 1.2	Building Reuse—Maintain 50% of Interior Non-Structural Elements	1

### Materials and Resources, Continued

Y	N	?			
1		1	Credit 3	Materials Reuse	1 to 2
1		1	Credit 4	Recycled Content	1 to 2
1		1	Credit 5	Regional Materials	1 to 2
		1	Credit 6	Rapidly Renewable Materials	1
		1	Credit 7	Certified Wood	1

### 9 4 6 Indoor Environmental Quality Possible Points: 19

Y			Prereq 1	Minimum Indoor Air Quality Performance	
Y			Prereq 2	Environmental Tobacco Smoke (ETS) Control	
Y			Prereq 3	Minimum Acoustical Performance	
1			Credit 1	Outdoor Air Delivery Monitoring	1
		1	Credit 2	Increased Ventilation	1
1			Credit 3.1	Construction IAQ Management Plan—During Construction	1
1			Credit 3.2	Construction IAQ Management Plan—Before Occupancy	1
4			Credit 4	Low-Emitting Materials	1 to 4
		1	Credit 5	Indoor Chemical and Pollutant Source Control	1
1			Credit 6.1	Controllability of Systems—Lighting	1
		1	Credit 6.2	Controllability of Systems—Thermal Comfort	1
1			Credit 7.1	Thermal Comfort—Design	1
		1	Credit 7.2	Thermal Comfort—Verification	1
		3	Credit 8.1	Daylight and Views—Daylight	1 to 3
		1	Credit 8.2	Daylight and Views—Views	1
		1	Credit 9	Enhanced Acoustical Performance	1
1			Credit 10	Mold Prevention	1

### 4 2 Innovation and Design Process Possible Points: 6

1			Credit 1.1	Innovation in Design: Specific Title	1
		1	Credit 1.2	Innovation in Design: Specific Title	1
1			Credit 1.3	Innovation in Design: Specific Title	1
		1	Credit 1.4	Innovation in Design: Specific Title	1
1			Credit 2	LEED Accredited Professional	1
1			Credit 3	The School as a Teaching Tool	1

### 3 1 Regional Priority Credits Possible Points: 4

1			Credit 1.1	Regional Priority: Specific Credit	1
1			Credit 1.2	Regional Priority: Specific Credit	1
1			Credit 1.3	Regional Priority: Specific Credit	1
		1	Credit 1.4	Regional Priority: Specific Credit	1

### 66 11 33 Total Possible Points: 110

**ENERGY  
USE**

**24%\* -50%\*\***

**CO<sub>2</sub>  
EMISSIONS**

**33%\*\*\* -39%\*\***

**WATER  
USE**

**40%\*\***

**SOLID  
WASTE**

**70%\*\***

**Green Buildings Can Reduce...**

\* Turner, C. & Frankel, M. (2008). Energy performance of LEED for New Construction buildings: Final report.

\*\* Kats, G. (2003). The Costs and Financial Benefits of Green Building: A Report to California's Sustainable Building Task Force.

\*\*\* GSA Public Buildings Service (2008). Assessing green building performance: A post occupancy evaluation of 12 GSA buildings.

**DIRECT SAVINGS  
FOR AN AVERAGE  
GREEN SCHOOL**

**\$47,880**

Annual Direct Energy Savings Per School

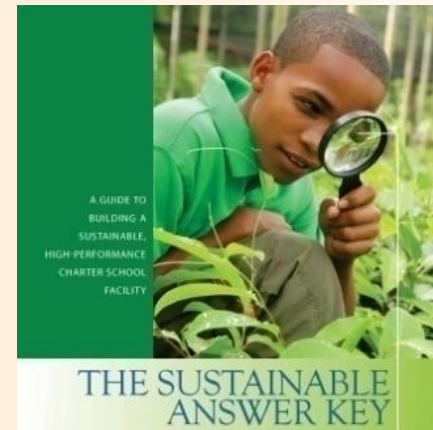
**\$95,760**

Annual Total Direct Savings Per School





- Greening America's Schools Costs and Benefits  
<http://www.michigangreen.org/energy-news/GreeningAmericasSchools-GregoryKats.pdf>
- Database of State Incentives for Renewables and Efficiency (DSIRE) <http://www.dsireusa.org>
- EnergySmart Schools, U.S. Department of Energy  
Guide to Financing EnergySmart Schools
- Energy Service Performance Contracts: National Association of Energy Service Companies  
<http://www.naesco.org>
- The Sustainable Answer Key  
[www.ncbcapitalimpact.org](http://www.ncbcapitalimpact.org)





For More Information



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# Low Income Investment Fund

**Green Charter Schools:  
Exploring Successful Models  
and Financing Options**

capital for healthy  
families & communities



# Agenda

- Introductions
- What is a Green Building?
- Green Design
- **Green Funding Options**
- Case studies
- Q & A

# About LIIF

LIIF is a leading national community development lender with a mission of poverty alleviation. Since its founding in 1984, LIIF has invested **\$1 billion** in strategies that support healthy families & communities.

# LIIF's Programs

POLICY

Housing

Child Care

Education

Foods

TOD

Green

Stories of Success



# LIIF & Charter Schools

- Invested more than **\$285 million** in high-performing schools
- Created / improved **58,000 spaces** for students
- Generate over **\$746 million** in increased earning potential for youth.

# Green Funding Options

- **Debt**
  - Targeted Green Financing Products
  - Traditional Facilities Financing
- **Grants, Rebates & Incentives**
- **Energy Savings Performance Contracts, Leasing Arrangements & Power Purchase Agreements**

# Debt: Targeted Green Financing Products

**Targeted lending products to support energy retrofits or the incorporation of green elements to existing facilities.**

# Debt: Targeted Green Financing Products

## **LIIF's Green Opportunity (GO) Fund**

- An innovative effort to improve energy and water efficiency in charter schools
- Provides free energy audit, technical support, and favorably termed debt
- Located in Los Angeles

# GOALS of the GO Fund Pilot

## 1. Improve property cash flow

- Identify ways to save the maximum amount of energy and water at a property as cost efficiently as possible

## 2. Improve health of buildings and occupants

- More natural day light, better indoor air quality, and use of sustainable and healthy materials

## 3. Reduce greenhouse gas emissions

- Attain a 20% overall reduction in energy use and costs

## 4. Data Collection

- Analyze pre-retrofit energy usage, monitor implemented energy measures post-retrofit, and collect data that will demonstrate how savings are achieved

# GO Fund Loan Terms

✓ Fund Size	\$3 million
✓ Loan Size	Up to \$250,000
✓ Interest Rate	5%
✓ Loan Term	Up to 10 years

Loans repaid with savings achieved as a result of the energy and water efficiency improvements.

# Debt: Traditional Facilities Financing

The inclusion of green / energy efficiency elements in the construction or renovation of a charter school facility.

# Debt: Traditional Facilities Financing

- Construction Loans
  - Interest-only, 6 – 18 month terms, capitalized interest
- Permanent Loans
  - Longer Term (7 – 10 years), Max Loan-To-Value, Amortizing
- Leasehold Improvement Loans
  - Term matches Lease, Leasehold mortgage / lease assignment
- Tax Exempt Bonds
  - Larger deal sizes, more complex structure

# CDFI Lenders Supporting Green

- Low Income Investment Fund (LIIF)
- NCB Capital Impact
- Nonprofit Finance Fund (NFF)
- Local Initiatives Support Corporation (LISC)
- Self-Help
- The Raza Development Fund, Inc. (RDF)
- The Reinvestment Fund

# Grants, Rebates & Incentives

- **Government**
  - *Federal, State, County, City*
- **Utility Companies**
- **Non-profits / Foundations**
  - *Bill & Melinda Gates Foundation, Environmental Grantmakers Association*

# State Aid

- Can be funding from the Clean Air Act State Implementation Plan Budgets, Lawsuit Proceeds, Energy Portfolio Standards, System Benefit Trust Funds
- Often administered through state energy agency
- Example: Massachusetts Technology Collaborative (MTC) Renewable Trust
  - *Up to \$350k in grants to install solar electric, wind electric or other clean energy technologies*

# Incentives on Equipment Purchases, Energy Efficient Designs

- Can reimburse capital costs of equipment or labor
  - *Example: Efficiency Vermont (state energy agency) and the School Energy Management Program offer incentives to schools to upgrade lighting, HVAC and cooler systems*
- Can offset up-front investment costs to design & commission a school
  - *Example: New Hampshire High Performance School Incentive allows districts that design according to Northeast Collaborative for High Performance Schools Protocol to receive up to 3% reimbursement*

# Utility Companies

- Savings By Design, California's nonresidential, new construction energy efficiency program
  - Incentives can vary by project and range from \$500 to \$150,000
  - Must be a customer of participating Utility company to qualify: PG&E, SDG&E, SCE, SoCalGas, SMUD

# Financing a Green Facility: What is Green?

**Green:** projects or practices that use sustainable, more renewable materials and methods

**Green Project  $\neq$  \$\$ Savings**

**Energy:** projects or behaviors that save or eliminate energy consumption and as a result

**Energy Projects = \$\$ Savings**

# Financing a Green Facility: Start with good due diligence

## Develop a Baseline

- Identify all **Energy** using components at the property
- Rank components in order of Payback

## Evaluate Opportunities for Other **Green** Components

- Low VOC paints, sealants, caulking
- Green Cabinets and floor coverings

# Best Charter School Energy Opportunities

(Data provided by EMG)

- High efficiency HVAC
- Controls on HVAC
- Lighting controls
- Natural Light/Shading
- Point of use hot water heater
- Solar hot water heating
- Turn off office equipment
- Offsite food preparation
- Incentivize cleaning /custodial crew as energy monitors

System	Percent Annual Energy Usage
HVAC	56%
Lighting	17%
Water Heating	7%
Office Equipment	12%
Onsite Cooking	6%
Other	2%

# Where Does the Energy Savings Come From?

Best Payback component at charter schools  
(Data provided by EMG)

<u>Components</u>	<u>Actual Savings</u>
CFL Light Bulbs (Interior)	42%
Refrigerator	40%
Low Flow Toilets	38%
Shower Heads	32%
HVAC Split System	34%
Faucet Aerators	33%

\*Based on Green v. Existing component usage , 84 Public and Charter K-12 Schools

# Financing a Green Facility: Energy Benchmarking

- Hard to manage what you don't measure
- Identifies energy opportunities
- Baseline analysis of energy consumption /cost
- Provides metric to measure and compare energy usage

# Financing a Green Facility: Energy Audits

- Three Levels of Energy Audits
  - Level I - Walk-through Analysis
  - Level II - Energy Survey and Analysis
  - Level III – Detailed Analysis of Capital-Intensive Modifications
- Detailed review of all energy consuming components
- System improvements to lower energy usage - Energy Conservation Measures (ECM)
- Ranks ECMS based on Savings to Investment Ratio (SIR)

# Financing a Green Facility: Energy Planning & Implementation

- Prioritize opportunities and budget
  - Recommend viable candidates for renewable energy, solar, wind, geothermal, combined heat power (CHP)
- Explore project based incentives and grants available
- Internal guidance for the implementation of Energy Plan
  - Energy Training and Awareness Program for stakeholders
- Outline process for measuring and verifying savings

# A Developer's Perspective on Building Green



A Case Study:  
Animo Pat Brown Charter High School  
8255 Beach Street, Los Angeles, CA 90001

Animo Pat Brown Charter High School is operated by Green Dot Public Schools

## Agenda

- Introductions
- What is a Green Building?
- Green Design
- Green Funding Options
- **Case studies**
- Q & A



# Overview of Pacific Charter School Development, Inc.

- PCSD is a California based non-profit developer of facilities for charter schools
- PCSD was established to address a central hurdle in the establishment of charter schools—the availability of quality facilities
- PCSD finds, finances, and builds facilities and then leases these campuses to its charter school clients
- PCSD's goal is to sell the developed campus to its client so that it can recycle its philanthropic equity into other projects and thus create more seats
- To date, PCSD has created 16,306 new charter school seats for California's leading charter school operators

## Why build a Green Project?

- It's the right thing to do...and you will be imparting these values to the next generation of leaders. Global, regional and direct benefits.
- Jurisdictions are mandating green building practices.
- May assist in fundraising efforts.
- May assist in recruiting efforts.
- May be used as a tool in your curriculum to illustrate scientific/math principles.
- You may already be contemplating incorporating many green elements in your facility plans. Some examples:
  - Adaptive Reuse—traditionally PCSD's projects have been adaptive reuses of existing buildings that have outlived their usefulness for other purposes
  - Daylighting— Maximizing natural light penetration by either punching holes in walls to create windows or putting skylights in.

## Project Summary for Animo Pat Brown

<b><i>Architect:</i></b>	Berliner and Associates Architecture
<b><i>General Contractor:</i></b>	Blackwell Construction
<b><i>Seats Created:</i></b>	570
<b><i>Total Building Size:</i></b>	40,099 sq ft
<b><i>Total Property Size:</i></b>	2.01 acres
<b><i>Total Project Cost:</i></b>	\$11.4 M
<b><i>Hard costs:</i></b>	\$6 M
<b><i>Project Manager:</i></b>	Patrick Ontiveros
<b><i>LEED Certification:</i></b>	LEED Silver. First High School in California to achieve LEED Silver certification.



# What is the cost premium for doing a LEED certified building?

Before this project was completed anecdotal evidence suggested that the cost premium is on average 15%.

However, the premium for doing a silver LEED certified project at Beach Street was about 5%. See chart .

“Most trade contractors are already working at [the] Silver level. The cost is between 0 - 5% depending on the point selection items by the project team.”

--Javan Nabili,  
gkkworks

## Soft Costs

USGBC Registration	\$	450.00
USGBC Design Review	\$	1,250.00
USGBC Construction Review	\$	500.00
Commissioning Agent	\$	43,799.35
Additional Architecture & Engineering Fees	\$	34,000.00
Green Power Purchase	\$	<u>1,665.00</u>
Subtotal	\$	81,664.35

## Hard Costs

Waterless Urinals (Premium)	\$	8,000.00
High Efficiency HVAC Units (Premium)	\$	70,000.00
Certified Wood (Premium)	\$	15,000.00
Doors	\$	1,184.00
Recycled Materials for Use in Bathrooms	\$	20,000.00
Shower in One of the Bathrooms	\$	3,500.00
Bike Racks	\$	5,000.00
Low Emitting Materials (Premium)	\$	5,000.00
HVAC LEED Certification Testing Work	\$	24,700.00
Duct Silencers	\$	95,070.00
Stormwater Treatment Tank System	\$	<u>31,160.00</u>
Subtotal	\$	278,614.00

<b>TOTAL</b>	<b>\$</b>	<b>360,278.35</b>
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AS % OF TOTAL PROJECT COST (\$11.45 M)	3.15%
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AS % OF TOTAL HARD COST (\$6 M)	4.64%
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# The LEED Rating System for Schools

The LEED Rating System for Schools is broken into 7 sections:

1. Sustainable Sites
2. Water Efficiency
3. Energy & Atmosphere
4. Materials and Resources
5. Indoor Environmental Quality
6. Innovation in Design Process
7. Regional Priority

Note that the rating system is not only concerned with the design features that are incorporated into the final project but also with the construction process and how the project is operated and maintained. This is true for both LEED and CHPs.

# Examples of LEED Features at Animo Pat Brown

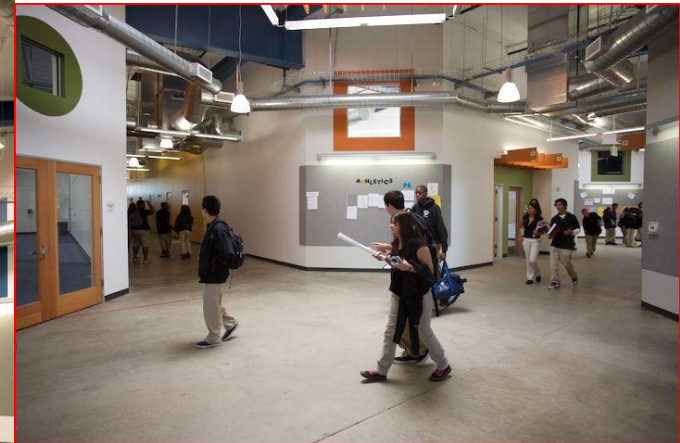
- **SUSTAINABLE SITES:**
  - Measures to reduce automobile use—installation of bicycle racks, preferential parking for low emitting/fuel efficient vehicles and carpools
- **WATER EFFICIENCY:**
  - Drought resistant landscaping results in 71.8% reduction in water consumption
- **ENERGY & ATMOSPHERE:**
  - Installation of systems that maximize energy efficiency—HVAC, lighting and water systems
- **MATERIALS & RESOURCES:**
  - Recycling collection and storage on site is part of operations and maintenance
  - Adaptive reuse of an existing building
- **INDOOR ENVIRONMENTAL QUALITY :**
  - No smoking allowed on any part of the campus—both during and after construction
  - Maximized interior daylighting through use of skylights and windows
- **INNOVATION IN DESIGN:**
  - Green housekeeping—only low impact cleaning products and equipment are used



8255 Beach Street  
before it was  
developed as a  
charter school  
campus



# Animo Pat Brown Charter High School





# Another PCSD Green Project

Ánimo Ralph Bunche Charter High School  
&

Ánimo Jefferson Charter Middle School

<b><i>Architect:</i></b>	John Friedman Alice Kimm Architects
<b><i>General Contractor:</i></b>	Del Amo Construction
<b><i>Seats Created:</i></b>	1,120
<b><i>Total Building Size:</i></b>	77,173 sq ft
<b><i>Total Property Size:</i></b>	1.93 acres
<b><i>Project Cost:</i></b>	\$22.3 M
<b><i>Project Managers:</i></b>	Megan Hadden & Pete Kyriacou
<b><i>LEED Certification:</i></b>	Achieved LEED certified status in November 2009 First high school in California to achieve the LEED for Schools Certification!!!

# East 27<sup>th</sup> Street – Animo Ralph Bunche & Animo Jeffers



# Lessons Learned

## Plan early

- Determine whether you can afford the added cost.
- There may be long lead times for some products.
- Some LEED credits may be hard to achieve and your time may be better spent on other credits – for example, MR Cr-Regional Materials
- Some LEED credits may be too expensive for the number of points achieved



# Lessons Learned

Hire a contractor who has worked on green buildings.

- If you hire a GC who has already gone through the process, it makes life easier.
- If you hire someone who has not gone through the process, things become more complicated, but not impossible.
- Make sure that your construction contract explicitly states that the contractor is to deliver a LEED certified building (the standard AIA contract does not include this).

# Lessons Learned

Hire an architect who has worked on green buildings. If you are doing a LEED project, hire someone who is a LEED accredited professional (AP).

- Try to find someone who has a demonstrated history of balancing green features with cost. It is easy to over-design if you are not careful.
- Make sure that at the outset your contract with your architect explicitly states that they are to deliver plans and specs for a LEED project (the standard AIA contract does not include this).



# Additional Resources:

[www.usgbc.org](http://www.usgbc.org) and [www.greenschoolbuildings.org](http://www.greenschoolbuildings.org)  
[www.chps.net](http://www.chps.net)

For California State:

[www.green.ca.gov/default.htm](http://www.green.ca.gov/default.htm)

For Los Angeles City and County:

[www.green.lacounty.gov](http://www.green.lacounty.gov)

[www.environmentla.org](http://www.environmentla.org)

# Contact information

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# Questions?



Raise your hand or enter your question in the chat box  
on the left side of your screen.

# Thank you for participating.

- This webinar will be archived at the following website:  
<http://www.charterschoolcenter.org/webinars/>
- Please share your feedback with us through the evaluation.

# National **Charter School** **Resource** Center

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at American Institutes for Research

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Washington, DC 20007-3835

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**ED.gov**

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